



12650 DETROIT AVENUE ■ 44107 ■ 216-529-6075 ■ 216-529-6806

Reference No. BC-18-139

May 7, 2018

Board of Control
City of Lakewood, Ohio 44107

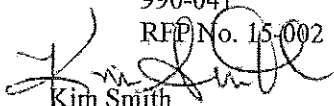
Subject: Renew Contract – Professional Service Contract – Promotional Exams for Fire

Dear Members of the Board:

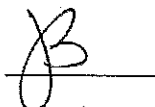



Based on a review conducted by the Division of Purchasing in conjunction with the Civil Service Commission and the attached letter of recommendation, I am submitting for your consideration this request to renew a requirement contract with Ohio Fire Chief's Association in an amount not to exceed \$17,000 to provide Written and Assessment Promotional Exam Testing for Fire Captain. This is the final of (2) additional one-year renewal options; contract effective April 1, 2018 through March 31, 2019.

Ohio Fire Chief's Association submitted the best responsive and responsible proposal for the services outlined in RFP No. 15-002.

Contracting Authority:	Ordinance 43-17 \$75,000
Contracting Balance:	\$75,000 / \$58,000
Funding:	General Fund
Account Distribution:	101-0601-417-30-02 \$60,000
Account Balance:	\$60,000 / \$43,000
Contract Approved by Law:	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/> / PO <input type="checkbox"/> / c/c <input type="checkbox"/>
Object Code:	Professional Services / Management Consulting
Commodity Code:	990-041
Bid Reference:	RFP No. 15-002


Kim Smith

Purchasing Manager

	<u>Approved</u>	<u>Disapproved</u>	<u>Date</u>
Joseph J. Beno PE, Director of Public Works		_____	5-7-18
Kevin M. Butler, Director of Law		_____	5/7/18
Jennifer Pae, Director of Finance		_____	5/7/18
Michael P. Summers, Mayor		_____	5-7-18



THIS CONTRACT made as of this 31st day of March, 2015, by and between the City of Lakewood, Ohio, a municipal corporation organized and existing pursuant to the Second Amended Charter and Ordinances of the City of Lakewood (hereinafter referred to as "CITY"), by authority of Ordinance No. 42-14, adopted by the Lakewood City Council, and Ohio Fire Chiefs Association (hereinafter referred to as "CONSULTANT"). This contract has been approved by the Board of Control of the City of Lakewood.

WHEREAS, the CITY is seeking to engage the services of a qualified consultant to develop and administer promotional examination procedures for the positions of Fire Chief, Assistant Fire Chief, Fire Captain and if needed, Fire Marshall in accordance with the City's Request for Proposal/Quote dated February 20, 2015. (Exhibit A).

WHEREAS, CONSULTANT has submitted a competitive proposal to the CITY for the development and administration of promotional examination procedures for the positions of Fire Chief, Assistant Fire Chief, Fire Captain and if needed, Fire Marshall.

NOW, THEREFORE, the CITY and CONSULTANT, in consideration of the mutual covenants hereinafter set forth, agree as follows:

SECTION I. SCOPE OF SERVICES

CONSULTANT agrees to develop and administer promotional examination procedures for Fire Chief, Assistant Chief, Fire Captain and if needed, Fire

Marshall, and other services, in accordance with the Technical Proposal dated March 3, 2015 (Exhibit B) incorporated herein by reference, for a fee not to exceed eighteen thousand five hundred dollars (\$18,500.00) for testing completed in 2015.

SECTION II. GENERAL TERMS AND CONDITIONS.

1. CONSULTANT shall act solely as an independent contractor in performance of the Contract and represents that it has provided all required Worker's Compensation and Unemployment Compensation insurance for its employees, as required by law, and shall furnish CITY with all requested documents confirming coverage.

2. This Contract shall be in effect for a period of twelve (12) months from the date of execution and shall be renewable pursuant to the terms and conditions set forth in Exhibit B, at the CITY's option. Services of CONSULTANT are to be performed within the time frame established by the CITY and CONSULTANT.

3. Termination of Contract for Cause. If, through any cause, as determined by the CITY, CONSULTANT shall fail to fulfill in timely and proper manner its obligations under this Contract, or if CONSULTANT shall violate any of the covenants, agreements, or stipulations of this Contract, the CITY shall thereupon have the right to terminate this Contract by giving written notice to CONSULTANT of such termination and specifying the effective date thereof, at least five days before. In such event, all finished or unfinished documents, data,

and reports prepared by CONSULTANT under this Contract shall, at the option of the CITY, become the property of the CITY, and CONSULTANT shall be entitled to receive just and equitable compensation for any work satisfactorily completed hereunder.

Notwithstanding the above, CONSULTANT shall not be relieved of liability to the CITY for damages sustained by virtue of any breach of the Contract by CONSULTANT, and the CITY may withhold any payments to CONSULTANT for the purpose of set-off until such time as the exact amount of damages due the CITY from CONSULTANT is determined.

The waiver by the CITY of any breach by CONSULTANT of any term or condition hereof shall not operate as a waiver of any subsequent breach thereof. Any waiver by the CITY must be expressly stated in writing.

4. Termination for Convenience of the City. The CITY may terminate this Contract at any time by giving at least ten (10) day notice in writing to CONSULTANT. If this Contract is terminated for convenience of the CITY, CONSULTANT will be paid at contract rates for services and expenses provided up to the termination.

5. Changes. The CITY may, from time to time, request changes in the scope of the services of CONSULTANT to be performed. Such changes, including any increase or decrease in the amount of CONSULTANT's compensation, shall be incorporated in written amendments to this Contract and approved by both the CITY and CONSULTANT.

6. Personnel.

a. CONSULTANT represents that it has, or will secure at its own expense, all personnel required to perform the services under this contract unless otherwise stated in Exhibit "B ." Personnel secured by CONSULTANT shall not be employees, officers or agent of or have any contractual relationship with the CITY or be member of family or household of any CITY employee or official, unless after full disclosure the Director of Law has certified that the relationship is not a legal impediment under Ohio law.

b. All of the services required hereunder will be performed by CONSULTANT and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under State and/or local law to perform such services.

c. None of the work or services covered by this Contract shall be subcontracted without the prior written approval of the CITY. Any work or services subcontracted hereunder shall be specified by written contract or agreement and shall be subject to each provision of this Contract.

7. Assignability. CONSULTANT shall not assign nor transfer any interest in this Contract without the prior written consent of the CITY. Provided, however, that claims for money by CONSULTANT from the CITY under this Contract may be assigned to a bank, trust company, or other financial institution

without such approval. Written notice of any such assignment or transfer shall be furnished promptly to the CITY.

8. Reports and Information. CONSULTANT, at such times and in such forms as the CITY may require, shall furnish the CITY such periodic reports as it may request pertaining to the work or services undertaken pursuant to this Contract, the costs and obligations incurred or to be incurred in connection therewith, and any other matters covered by this contract. Reports and support documentation shall be retained by CONSULTANT for three (3) years after the expiration of this Contract unless permission to destroy them is granted by the CITY.

9. Records and Audits. CONSULTANT shall maintain accounts and records, including personnel, property and financial records, adequate to identify and account for all costs pertaining to the Contract and such other records as may be deemed necessary by the CITY to assure proper accounting for all public funds. These records will be made available for audit purposes to the CITY or any authorized representative, and will be retained for three (3) years after the expiration of this Contract unless permission to destroy them is granted by the CITY.

10. Findings Confidential. All of the reports, information, data, etc., prepared or assembled by CONSULTANT under this Contract are confidential and CONSULTANT agrees that they shall not be made available to any individual or

organization without the prior written approval of the CITY, except as required by order of court.

11. Indemnification. CONSULTANT shall defend, indemnify and hold the CITY, its officers, its officials, agents and employees, completely harmless from and against any and all liabilities, losses, suits, claims, judgments, fines or demands of every kind and nature (including all reasonable costs and expert fees) arising by reason of bodily injury, death of any person, damage to property, patent or copyright infringement, arising out of, as a consequence of, or incidental to the acts and omissions of CONSULTANT, CONSULTANT's officers, agents, employees, Consultants, subconsultants, licensees or invitees, in the performance or non-performance of their services under this Agreement and upon notice from the CITY, of any claim or liability which the CITY reasonably believes to be covered under this provision. CONSULTANT further agrees to hold CITY, its officers, officials, agents and employees harmless from any and all liabilities, losses, suits, claims, judgments, fines or demand of every kind and nature arising by reason of any claims or alleged claims of discrimination arising out of or as a consequence of, or incidental to consultant's negligence in the performance or non-performance of CONSULTANT'S services under this agreement and upon notice from the CITY of any claim or liability which the CITY reasonable believes to be covered under this provision. CONSULTANT shall defend the CITY in all suits brought upon such claims and lawsuits and shall pay all costs and expenses incidental thereto, but the CITY shall have the right, at its

option, to participate in the defense of the suit, without relieving CONSULTANT of any of its obligations hereunder. This paragraph shall survive expiration or early termination of this Contract.

12. Payment Schedule. The CITY shall pay consultant one hundred (100%) of price upon receipt of exam results and the final project report .


13. Compliance with Local Laws. CONSULTANT shall comply with all applicable Federal, State and local laws.


14. Interest. No official, employee, or agent of the CITY shall have an interest in the profits or benefits of this Contract.

15. This Contract constitutes the entire agreement between the parties.

CITY OF LAKEWOOD:

Ohio Fire Chief's Association:



Michael Summers, Mayor



Michelle FitzGibbon, Executive Director
Ohio Fire Chiefs' Association

Authorization: Ordinance No. 42-14 dated December 15, 2014 and by Board of Control action, dated March 23, 2015.

Approved as to form:

Funds are available:


Jennifer L. Mladek
Assistant Director of Law


Jennifer Pae
Director of Finance



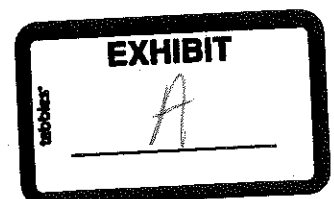
12650 DETROIT AVENUE • 44107 • 216/521-7580

DIVISION OF FIRE PROMOTIONAL EXAMS

RFP NO. 15-002

CITY OF LAKEWOOD
DIVISION OF PURCHASING
12650 DETROIT AVENUE
LAKEWOOD, OHIO 44107
(216) 529-6075

RFP DUE NO LATER THAN 10:00 AM FRIDAY, MARCH 6, 2015



REQUEST FOR PROPOSAL
DIVISION OF FIRE PROMOTIONAL EXAM
RFP NO. 15-002

The City of Lakewood shall accept proposals from qualified vendors for "Promotional Exams for the Division of Fire".

The Request for Proposals (RFP) are available on the City's website at www.onelakewood.com, under City Departments and Purchasing.

One (1) original and one (1) copy of the RFP submission is due by 10AM Friday, March 6, 2015 in a sealed envelope addressed to:

The City of Lakewood
Division of Purchasing
12650 Detroit Ave.
Lakewood, Ohio 44107

The envelope must be clearly marked: "RFP No. 15-002 – Promotional Exams".

The City of Lakewood, OH is an equal opportunity employer.

Kim Smith
Purchasing Manager

Publish Date: February 20, 2015 .

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

DIVISION OF FIRE PROMOTIONAL EXAM RFP NO. 15-002

I. OBJECTIVES

The City of Lakewood, Ohio (City) is seeking proposals from qualified vendors to provide professional consultant services for promotional testing of classified civil service positions in the Division of Fire. The City intends to conduct exams in 2015, 2016 and 2017 for Chief, Assistant Chief, Fire Marshal and Captain.

Proposal submission shall include pricing and details for specific validated tests for a written examination and assessment center exercises for the positions of Fire Marshal and Captain. The positions of Chief and Assistant Chief shall include pricing and details for assessment center exercises only.

Successful proposer shall provide the following services:

Validation of Exam: review of position
interview incumbents and supervisors.

Exams:

- ensure government requirements for fair treatment of minority candidates are met;
- ensure compliance with State & Federal employment regulations, ADA, gender fairness & the Civil Rights Act;
- establish passing score;
- recommend type of tests (ie; written, oral, assessment), minimum passing score and percentage weight for each test component out of 100;
- ensure test security;
- administer test;
- provide exam proctors;
- score/grade test;
- provide scores by ID number;
- provide for review period (five business days after exam) if applicable.

Representation in litigation: If challenged, provide testimony and reports, including adverse impact information.

Upon Request the City shall make available Civil Service Commission Rules and Regulations, class specification/job descriptions for positions to be tested, General Orders and Bargaining Agreements.

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

DIVISION OF FIRE PROMOTIONAL EXAM RFP NO. 15-002

II. PROPOSAL FORMAT

To be considered for contract award, proposal shall consist of the following:

A. COVER LETTER

Cover letter shall include name, title, address, and telephone number of representative responsible for communicating with City regarding proposal. Include a statement specifying the proposal is valid for 120 days from proposal submittal deadline.

B. TECHNICAL PROPOSAL

1. Technical Approach

Approach and work plan for completing objectives of RFP, including:

- detailed description of how a validated exam and/or validation of the agency's exam will be developed;
- testing and scoring procedures;
- how exam will be conducted;
- include general indication of the successful use of this application in similar projects.

2. Additional Work

Identify any additional work elements that are deemed necessary, above and beyond the scope of the RFP, and provide separate cost for any additional work identified.

3. Consultant Capability

Include general qualifications statement of firm, number of employees, description of pertinent work experience in the field and number of years in same, achievements in area of expertise, and names, titles, organizations, and telephone numbers of references familiar with experience, specifically in the area of municipal government. Provide similar contracts with month/year completed, entity's name, address, number of employees, and name and telephone number of contact person.

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

DIVISION OF FIRE PROMOTIONAL EXAM RFP NO. 15-002

C. COST PROPOSAL

1. The period of the contract shall be one year from the date the contract is signed, with two one (1) year renewal options. The City shall have the right, at its sole option, to renew the contract for the additional one year periods.
2. Proposer shall submit in a separate sealed envelope a cost proposal providing the following information:
 - total cost for services identified in RFP;
 - separate cost breakdown for additional tasks identified in Section II, B (2);
 - cost for a first & second renewal year of contract providing same information requested above (A thru B);
 - prices quoted for the original contract period and each renewal period shall remain firm during each specific twelve month contract period.

III. PROPOSAL SUBMISSION AND REVIEW

A. GENERAL INFORMATION

Submit one (1) original and one (1) copy of proposal to the City of Lakewood, Division of Purchasing, 12650 Detroit Avenue, Lakewood, Ohio 44107 no later than 10:00 AM, **Friday, March 6, 2015.**

Proposals shall be clearly marked on the outside of the envelope "RFP No. 15-002 Promotional Exam" and shall include one (1) original and one (1) copy.

1. Inquiries concerning the RFP should be directed to the Purchasing Manager, Kim Smith, at 216-529-6075
2. Proposals submitted after the time and date specified above will not be considered.

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

DIVISION OF FIRE PROMOTIONAL EXAM RFP NO. 15-002

3. The City reserves the right to accept proposals in whole or in part, reject any proposals and negotiate separately, as necessary, to serve the best interest of the City. Notifications of award will be made by the Division of Purchasing. All proposals shall be valid for 120 days after submission. The City is not liable for any cost by a responding entity prior to execution of a contract. All proposals should be prepared as simply and economically as possible and provide straightforward, concise descriptions and information.
4. All materials submitted in response to the RFP become the property of the City.
5. The City may invite proposers for an interview to discuss the proposal and meet its representatives, particularly key personnel who would be assigned to the project. It is understood that the City shall incur no costs as a result of this interview, nor bear any obligation in further consideration of the proposal.
6. In the event the City does not find any proposals submitted in response to this RFP acceptable it may, at its sole discretion, re-open the proposal process and invite additional firms to submit proposals.
7. Equal Employment Opportunity: Proposer shall provide a written statement that it does not and will not discriminate against any person, employee, or applicant for employment, because of race, creed, color, religion, gender, national origin, ancestry, age, or disability.

B. EVALUATION/REVIEW PROCEDURE

The following guidelines will be used in analyzing and evaluating proposals. Proposals will be evaluated by a committee composed of the Civil Service Commission, Director of Law, and/or others designated by the City. Request for presentations or clarification of proposals may be requested. Committee will prepare a summary evaluation with an objective ranking of the proposals.

CITY OF LAKEWOOD, OH REQUEST FOR PROPOSAL

DIVISION OF FIRE PROMOTIONAL EXAM RFP NO. 15-002

1. Procedure:

The City's evaluation of proposals may include, but is not limited to the following:

- a. Review of proposals for conformance to RFP and elimination of proposals that deviate substantially from the basic intent of the proposal or proposers.
- b. Assessment of remainder. Includes a review of proposer's personnel capability and previous experience;
- c. Verification of references;
- d. Evaluation of costs to the City;
- e. Ability to participate (includes financial stability and viability);
- f. Selection of proposals for oral presentation (optional);
- g. Request best and final offers (optional);
- h. Recommendation of potential consultant.

2. Criteria

- a. Scope of methodology and soundness of approach;
- b. Qualifications and experience of staff;
- c. Cost;
- d. Ability to provide services in a timely manner;
- e. References;
- f. City resource requirements;
- g. Overall completeness, clarity and quality of proposal;
- h. Proposer's oral presentation to committee;
- i. Capability of consultant to participate based on financial stability and viability;
- j. Ancillary and incidental services provided.

Each proposal will be evaluated in four basic categories:

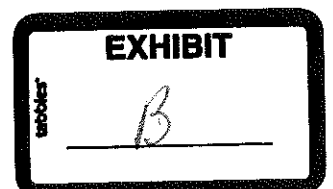
- quality of response;
- corporate stability;
- references;
- price.

Evaluation will be based on proposer's ability to provide services. The recommendation for award of contract will be based on the proposal that is most advantageous to the City.

Technical Proposal

1. Technical Approach The Assessment Center is a custom developed oral exam based on the duties and requirements of the tested position, specific to your fire department. Position descriptions will be reviewed and a job analysis will be completed for each tested position. Exercises will be developed and scored based upon the rules, regulations, policies and procedures of the Lakewood Fire Department. Each exercise is graded independently by two assessors, using a 10 dimension grading sheet, giving a score ranging from 1 to 6 for each dimension.

Upon completion of the Assessment Center, the City will received a score, percentage and rank for each candidate in the process. Additionally a detailed profile is completed for each candidate, which summarizes their performance in the Assessment Center and provides recommendations for improvement.



2. Additional Work

All work and costs will be covered under this proposal.

3. Consultant Capability The Assessment Team are Chief level career fire officers, all well respected in their field, who have received extensive training in the Assessment Center Process. Our current assessors include: Chief Mark Burgess, Ashland Fire Department, Chief Ted Heck, Jackson Township Fire Department, Stark County; Bn. Chief Kenn Taylor, Violet Township Fire Department, Fairfield County on IAFC Board of Directors, Chief Jim Steele Van Wert Fire Department, Chief Al Woo, Washington Township Fire Department (Dublin). All are active on the state level, teaching and serving on key fire service committees.

References of completed Assessment Centers are attached to this proposal.

Item 5 & 6.

What is an Assessment Center?

The term Assessment Center does not refer to a specific location, but rather to a process, method, or set of procedures through which the ability of an individual to function effectively in a particular job is measured by multiple methods under standardized conditions.

Traditionally, personnel departments have relied on techniques such as multiple-choice and essay examinations, biographical questionnaires, and performance evaluations to determine a candidate's suitability for promotion. But in recent years, personnel departments have increasingly relied on a new technique that is very different from traditional tests: the assessment center. The growing popularity of the assessment center process is due in part to the recognition that managerial positions require different knowledge and abilities than entry-level positions, and that simulation exercises used in assessment centers may be a more valid and meaningful method of assessing those skills. The strength and advantage of an assessment center over traditional measuring devices is that it uses techniques designed to simulate critical behaviors related to actual job performance.

The Assessment Center Process was first developed in the early 1940's and first used by the armed forces during World War II. The British army used the technique in selecting its officers, and the U.S. Office of Strategic Services used assessment centers to screen highly specialized military personnel. Since those early beginnings, the assessment center process has been historically a private sector promotional tool. In the late 1960's, assessment centers became a popular tool for making promotional decisions in private industry. IBM, General Electric, Exxon, AT&T, and other international corporations have used assessment centers extensively in making promotional decisions. In the last decade, the public sector has successfully utilized the process for promotion of top officials. A properly constructed and administered Assessment Center is a true simulation of actual duties and abilities necessary to be successful in the identified position.

The OFCA has conducted Assessment Centers for local governments throughout Ohio. We have found that five exercises provide the best profile of the given candidates within the fire service. Listed below are the five most commonly utilized exercises. It should be noted that individual exercises are custom developed for each position based on a thorough examination of the job description and analysis of job duties. Those requirements are then utilized to develop the various exercises, a pre-determined yardstick of necessary abilities is determined, and each candidate is scored/rated against that yardstick or profile. A scoring sheet is used to grade each candidate in the identified skill areas for each exercise that is utilized.

Assessment Centers are designed to evaluate whether a candidate has the qualities necessary to succeed in a supervisory, managerial, or executive position. These behavioral dimensions, as they're sometimes called - such as leadership, oral communication, and teamwork - are measured through a series of exercises that simulate typical and important job tasks.

Minimum requirements for an assessment center generally include the following:

- Multiple assessment center techniques, at least one of which must be a simulation; for an example, a group exercise, an in-basket exercise, or a fact-finding exercises.
- Multiple trained assessors.
- Judgments based on pooling information from assessors and techniques.
- An overall evaluation of behavior at a separate time from the observation of behavior.

A typical Assessment Center Process usually consists of five - ten exercises which may include the following:

In-Basket Exercise: This exercise gives the candidate a limited amount of time to sort through various documents that are likely to accumulate on the desk of a person in that position. These documents might include internal memos, letters from individuals outside the organization, telephone messages, schedules, and so on. The task of the candidate is to sort through the documents and take some action on each. For example, candidates may be rated on their ability to set priorities by acting on important matters first. This exercise requires independent thought and judgment as well as knowledge and experience, and measures the candidate's ability to delegate, analyze problems, organize, and plan.

Oral Interview Exercise: Provides the candidate with an opportunity to present background information supporting their belief that he or she is the best candidate for the position. This presentation typically will identify specific training or tools the candidate has which will help them perform in the position. Pre-identified management questions may be asked of each candidate to find the true profile of the candidate.

Presentation Exercise: Requires the candidate to take information provided by the examiner, as well as personal knowledge, to develop and verbally present the identified topic. This exercise evaluates the candidate's corporate knowledge and oral presentation skills.

Fact Finding Exercise: Provides some facts and information about an event or issue and then requires a decision or judgment to be made when all of the necessary facts are not known. This exercise is designed to measure the candidate's independence, ability to resolve differences, and interpersonal relations in a conflict.

Leaderless Group Discussion Exercise: Pits the candidates against each other to see if a true leader emerges from the group. This exercise evaluates the candidate's interaction, and their ability to defend and justify individual positions. This exercise measures teamwork, leadership, oral communication, and decision-making skills.

Additional exercises may be utilized to provide the candidate with multiple opportunities to demonstrate their skills and abilities. Keep in mind that an important aspect of the assessment center process is job analysis and is critical to identifying the proper kinds of simulation exercises to use and in determining what kinds of attributes or qualities will be measured.

The Assessment Center Rating Areas are:

Administrative Competency: This area evaluates the candidate's demonstrated knowledge and appropriate use of administrative rules, regulations, policies and procedures which affect the operation and the employees of the department.

Communication Skills: This area evaluates the ability to express and communicate ideas both verbally; and in writing, fluency and command of language; the ability to present information verbally in a formal setting (e.g., training or public speaking), and skill in listening to understand positions of factual information verbally presented by others.

Decisiveness: This area evaluates demonstrated willingness to make decisions; to choose between alternative courses of action, and to make decisions on one's own when needed and appropriate.

Flexibility: This area evaluates the demonstrated willingness and ability to adapt to changing needs or situations, to alter an approach, and / or modify behavior to reach a goal. To seriously consider alternative view points; and to be open-minded.

Human Relations: This area evaluates demonstrated skill in perceiving and reacting sensitively to the positions, feelings or needs of others (both fellow employees and the public). This area includes concern for others, lack of prejudice in dealing with people, courtesy, helpfulness and objectivity in perceiving impact of self on the public and co-workers.

Management Control and Leadership: This area evaluates demonstrated skill in guiding, directing, controlling and/or monitoring the progress of people, programs or processes in the accomplishment of selected tasks or objectives. This area includes the tendency to stick with a problem or task until it is resolved or completed; the effective utilization of people by the use of delegation of decisions or work assignments to the level at which they are best accomplished.

Planning and Organizing Skills: This area evaluates the demonstrated ability to plan ahead and to get things organized. To be able to establish courses of action and set priorities for self and others; to accomplish specific goals (including the organizing of personnel work assignments, planning for obtaining and using of the resources, planning for contingencies, organizing reports or presentations, etc.).

Problem Analysis Skills: This area evaluates the demonstrated ability to recognize problems or potential problems and to seek out, obtain and utilize pertinent information needed to determine courses of action for problem resolution.

Stress Tolerance: Evaluates the demonstrated ability to perform under stress and opposition. To be able to maintain control of himself, others, and the situation in stressful circumstances. To not become antagonistic or defensive when under pressure, and to be able to perform in a controlled and stable manner when things get a little unstable.

Technical Compliancy: This area evaluates the demonstrated knowledge and appropriate use of principles, laws, procedures and specialized technical care and of the disaster services provided by the department and those relating to fire prevention, inspection, arson detection and evidence preservation. This factor relates to the level of knowledge and application of what may be called "professional skills" in the fire service.

In summary, leadership involves a number of attributes usually measured in management assessment centers. Thus, the assessment center, as a whole, measures the attributes necessary for leadership, and any effort to measure leadership as an independent dimension will probably be inadequate and misleading. It has been shown in various validation studies of assessment centers that there is a highly significant relationship between the assessment center prediction and later management success. Researchers have found that:

1. Promotion of candidates who scored well at an assessment center led to an improvement in the quality of management at the first level of supervision.
2. The assessment center produced a significant improvement in performance at the first level.
3. Promotion of candidates who had been assessed as "clearly unacceptable" did not lead to a favorable outcome.
4. Promotion of candidates who had never participated in an assessment center led to satisfactory results in terms of performance at the first level, but only a small percentage of them had potential to advance to higher levels of management.
5. The payoff seems well worth the time and effort to operate the assessment program.

Thus, selection of the most qualified candidate need not be a guessing game. Obtaining and interpreting good information about the ability of a candidate is extremely difficult. Likewise, it is a very ambitious expectation for selection officers to predict which candidates will display the most skilled performance, based on observed behaviors in a 20 to 40-minute interview or a 100-question multiple-choice examination. The assessment center process eliminates most of the guesswork and replaces it with techniques to simulate critical behaviors related to actual job success, while giving agency heads the screening power to fill management or supervisory positions with the most qualified job applicants.

REFERENCES

- Grile, Thomas, J., T.G. Fire/EMS Systems, Inc., Interview, November 3, 1992, at Huber Heights, OH.
- Huck, J. R., Assessment Centers: A Review of the External and Internal Validities, Personnel Psychology, 26 (Summer 1973), p. 198.
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- Maher, Patrick T., (1984). The Skills That Assessment Centers Evaluate & The Methods of Evaluation, American Fire Journal, pp. 48-51.
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- Moses, J.L., The Development of an Assessment Center for the Early Identification of Supervisory Potential, Personnel Psychology, 26 (Winter 1973), pp. 550-580.
- Norris, John M., Taking the Guesswork out of Promotions, Fire Command (August 1990), pp. 39-41.
- Quaintance, M.K., "Address to IPMA, Harrisburg, PA Chapter," March 13, 1980,
p. 2.

NON-COLLUSION AFFIDAVIT

State of Ohio
County of Franklin, SS

The Ohio Fire Chiefs' Assn. (the "Affiant"), being first duly sworn according to law states:

1. Individual Only: That the Affiant is an individual doing business under the name of _____ in the City of _____, State of _____;

Partnership Only: That the Affiant is the duly authorized representative of a partnership doing business under the name of _____ in the City of _____, State of _____;

Corporation Only: That the Affiant is the duly authorized, qualified and acting Keith Larsen + Tom Talcott for ^{Ohio Fire Chiefs' Assoc.} a corporation organized and existing under the laws of the State of Ohio; and that the Affiant of the partnership or corporation referred to above, as applicable, is filing herewith a bid to the City of Lakewood in conformity with the Contract Documents;

2. Individual Only: Affiant further states that the following is a complete and accurate list of the names and addresses of all persons interested in the contract for which the bid is being filed:

Affiant further states that the following attorneys represent Affiant:

Partnership Only: Affiant further states that the following is a complete and accurate list of the names and addresses of the members of the partnership:

Affiant further states that the following attorneys represent the partnership:

3. Corporation Only: Affiant further states that the following is a complete accurate list of the officers, directors and attorneys of the corporation:

see attached list

President -

Vice President -

Secretary -

Treasurer -

Attorneys -

Directors -

and that the following officers are dully authorized to execute contracts on behalf of the corporation:

Erica Zimmerman

OFCA BOARD OF DIRECTORS 2014-2015

President

Chief Paul C. Wright

1st Vice President

Chief William J. Shaw

2nd Vice President

Chief Jeff Klein, OFE

Sergeant-at-Arms

Chief William L. Houk

Executive Director/Legislative Agent

Michelle Fitzgibbon

Past President

Chief Porter "Chip" R. Welch, OFE

NW District Director

Chief Barry Cousino

NC District Director

Chief Rick Anderson

NE District Director

Chief Jerry Winkler

SW District Director

Chief Jonathan Michael Westendorf

SC District Director

Chief Matt Noble

SE District Director

Ret. Chief David A. Lacy

At-Large Director

Chief Brent Gates

At-Large Director

Chief Jim Newland

At-Large Director

Chief Mark Wolf, OFE

Attorneys are contacted on an as needed basis

4. Affiant further states that the bid filed herewith is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation; that such bid is genuine and not collusive or a sham; that the Bidder has not directly or indirectly, induced or solicited any other Bidder to file a false or sham bid, and has not, directly or indirectly, colluded, conspired, connived, or agreed with any Bidder or anyone else to file a sham bid or to refrain from bidding; that the Bidder has not in any manner directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of the Bidder or of any other Bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other Bidder, or to secure any advantage against the City or anyone interested in the contract for which the bid is filed; that all statements contained in the bid are true; that the Bidder has not directly or indirectly submitted the Bidder's bid price or any breakdown thereof of the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly any money, or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization, or to any member or agent thereof, or to any other individual, except to such person or persons as herein disclosed to have a partnership or other financial interest with said Bidder; and that the Bidder will not pay or agree to pay, directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual, for aid or assistance in securing the contract above referred to in the event the same is awarded to

Ohio Fire Chiefs' Association

(Name of Bidder)

Further Affiant says not.

Eric Zimmerman

Affiant

Sworn to before me and subscribed in my presence this 5th day of March, 2015.



BRIAN D. OSBURN
Notary Public, State of Ohio
My Comm. Expires April 22, 2018

[Signature]

Notary Public

AFFIDAVIT IN COMPLIANCE WITH SECTION 3517.13
OF THE OHIO REVISED CODE

STATE OF OHIO

COUNTY OF FranklinSS:

I, the undersigned, after being first duly cautioned and sworn, state the following with respect to compliance with Section 3517.13 of the Ohio Revised Code:

1. I am the representative of and have the authority to make certificates for
Ohio Fire Chiefs' Association, which entity may be or has been selected as a
(Name of Entity)
contractor/consultant/vendor for the City of Lakewood.

2. None of the following has individually made within the previous twenty four months and, if awarded a contract or contracts for the purchase of goods or services aggregating in excess of \$10,000 in a calendar year, none of the following individually will make, beginning on the date of the contract is awarded and extending until one year following the conclusion of the contract, as an individual, one or more campaign contributions totaling in excess of \$1,000, to the Mayor or any City Council member of the City of Lakewood or their individual campaign committees:

- a. myself;
- b. any partner or owner or shareholder of the partnership (if applicable);
- c. any owner of more than 20% of the corporation or business trust (if applicable);
- d. each spouse of any person identified in (a) through (c) of this section;
- e. each child seven years of age to seventeen years of age of any person identified in division (a) through (c) of this section (only applicable to contributions made on or after January 1, 2007).

3. None of the following have collectively made since April 4, 2007, and, if awarded a contract or contracts for the purchase of goods or services that aggregate in excess of \$10,000 in a calendar year, none of the following collectively will make, beginning on the date of the contract is awarded and extending until one year following the conclusion of the contract, one or more campaign contributions totaling in excess of \$2,000, to the Mayor or any City Council member of the City of Lakewood or their individual campaign committees:

- a. myself;
- b. any partner or owner or shareholder of the partnership (if applicable);
- c. any owner of more than 20% of the corporation or business trust (if applicable);
- d. each spouse of any person identified in (a) through (c) of this section;
- e. each child seven years of age to seventeen years of age of any person identified in divisions (a) through (c) of this section.

Signature: Erica Zimmerman

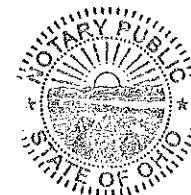
Printed Name: Erica Zimmerman

Title: Membership Services Coordinator

Sworn to before me and subscribed in my presence this 5th day of March, 2015.

Notary Public: [Signature]

My Commission Expires: April 22, 2018



BRIAN D. OSBURN
Notary Public, State of Ohio
My Comm. Expires April 22, 2018



Ohio Fire Chiefs' Association

Ohio's Premier Fire & Emergency Service Leadership Association

Statement "A" - Bidder Not Charged with Tax Delinquency

BIDDER'S AFFIDAVIT PERSONAL PROPERTY TAX DELINQUENCY

Bid No. : _____

Personal Property Tax Certification
Required by Ohio Revised Code
Section 5719.042

Finance Director
City of Lakewood
12650 Detroit Avenue
Lakewood, Ohio 44107

Dear Sir:

Ohio Fire Chiefs' Association
Bidder Name

The undersigned hereby certifies that the Bidder to whom contract award is being considered was not charged with any delinquent personal property tax on the general tax list of personal property for any county in the State of Ohio at the time the bid was submitted for the above-referenced contract.

Name: Eric Zimmer

Title: Membership Services Coordinator

State of Ohio
County of Franklin, SS:

SWORN TO before me and subscribed in my presence this 5th day of March, 2015.

[Signature]
Notary Public

Note: This affidavit is to be reproduced on the Bidder's letterhead and signed by the appropriate signatory before a notary public.



BRIAN D. OSBURN
Notary Public, State of Ohio
My Comm. Expires April 22, 2018

450 West Wilson Bridge Road, Suite 150, Worthington, OH 43085

614.410.6322 • 800.347.3704 • Fax 614.410.6324 • www.ohiofirechiefs.org

MACBRIDE PRINCIPLES DISCLOSURE STATEMENT

PRESCRIBED BY DIRECTOR OF PUBLIC WORKS PURSUANT TO ADMINISTRATIVE CODE
SECTION 111.10

INSTRUCTIONS:

The information requested herein must be supplied by all contractors and any subcontractors having more than a fifty percent (50%) interest in the proposed contract prior to any contract being awarded by the City of Lakewood.

Any such contractor or subcontractor who fails to disclose the requested information shall not be eligible to provide any goods or services whatsoever for use by the City in return for payments, fees or commissions from City funds.

Any such contractor or subcontractor who is awarded a contract to supply goods or services for use by the City in return for payments, fees or commissions from City funds, and who is subsequently deemed to have made a false statement shall be declared to have acted in default of its contract and shall be excluded from bidding for the supply of any goods or services for use by the City for a period of two years.

DISCLOSURE

CHECK WHICHEVER IS APPLICABLE:

- ☒ A. The undersigned or any other controlling shareholder¹ subsidiary, or parent corporation of the undersigned is NOT ENGAGED IN ANY BUSINESS OR TRADING FOR PROFIT IN NORTHERN IRELAND. (If this paragraph applies, sign at bottom.
- ☐ B. The undersigned or any controlling shareholder, subsidiary, or parent corporation of the undersigned is ENGAGED IN ANY BUSINESS OR TRADING FOR PROFIT IN NORTHERN IRELAND. (If this paragraph applies, proceed to paragraph "C".)
- ☐ C. The undersigned and all enterprises identified in paragraph "B" are TAKING ALL LAWFUL AND GOOD FAITH STEPS TO ACTIVELY ENGAGE IN THE IMPLEMENTATION OF THE FAIR EMPLOYMENT PRACTICES KNOWN AS THE MACBRIDE PRINCIPLES FOR FAIR EMPLOYMENT IN NORTHERN IRELAND². If requested by the City, the undersigned agrees to supply to the Investor Responsibility Research Center (IRRC), and independent research agency, all data deemed necessary by the IRRC to determine if the undersigned and all said enterprises are engaged in the implementation of the fair employment practices known as the MacBride Principles.

Ohio Fire Chiefs' Association
Name of Contractor or Subcontractor

By: Erin Zimmer
Title: Membership Services Coordinator

¹ "Controlling Shareholder": Any shareholder owning more than fifty percent (50%) of the stock in the corporation, or more than twenty-five (25%) of the stock in the corporation if no other shareholder owns a larger share of the stock in the corporation.

² A copy of the MacBride Principles can be obtained from the Director of Public Works (216) 521-7580.

³ An IIRC report shall provide a factual basis upon which the City may deem the undersigned or an enterprise in compliance with Section 111.10 of the Administrative Code of the City of Lakewood. Investor Responsibility Research Center, Inc., Suite 600, 1755 Massachusetts Ave., Washington, D.C. 20036, (202) 234-7500, Fax (202) 332-8570.

INSURANCE REQUIREMENTS CHECKLIST

Items marked "X" must be provided.

COVERAGE REQUIRED

MINIMUM LIMITS REQUIRED

<input checked="" type="checkbox"/> GENERAL LIABILITY (The following coverage must be included) Premises Operations Independent Contractors/Subs Broad Form Contractual Broad Form Property Damage Explosion (X)	\$ <u>1,000,000</u> Combined Single Limit Per Occurrence Collapse (C) Underground (U) Personal Injury Products-Completed Operations Fire Legal Liability Employer's liability (Stop Gap)
<input type="checkbox"/> UMBRELLA LIABILITY	\$ _____
<input type="checkbox"/> AUTOMOBILE LIABILITY Owned, Hired, and Non-Owned Employee Non-Ownership	\$ _____ Combined Single Per Occurrence
<input type="checkbox"/> WORKER'S COMPENSATION Workers' Compensation coverage in compliance with the laws of the State of Ohio	Statutory
<input checked="" type="checkbox"/> PROFESSIONAL LIABILITY (Includes Errors & Omissions)	\$ <u>1,000,000</u>
<input type="checkbox"/> BUILDER'S RISK	_____ 100% Completed Value
<input type="checkbox"/> INSTALLATION FLOATER	_____ 100% Installed Replacement Value
<input type="checkbox"/> FLOOD INSURANCE	_____ 100% Completed Value or Maximum of Flood Program
<input type="checkbox"/> ENVIRONMENTAL IMPAIRMENT LIABILITY	\$ _____
<input checked="" type="checkbox"/> EMPLOYMENT PRACTICES LIABILITY	\$ <u>1,000,000</u>

The certificate of insurance must show the "City of Lakewood" as an additional insured and give sixty- (60) days prior written notice of cancellation, non-renewal, or adverse change to the City of Lakewood.

Statement of Bidder and Insurance Agent

We understand the requirements requested and agree to fully comply.

Ohio Fire Chiefs' Assn.
Bidder

Ohio Public Risk Assn. VF15 w/ Ohio
Insurance Agency

Emin Zimm
Authorized Signature

Barbara K. Kucian
Authorized Signature

A completed copy of this form with ORIGINAL signatures must accompany proposal.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/2/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER VFIS of Ohio P.O. Box 279 Maineville OH 45039		CONTACT NAME: PHONE (A/C No. Ext): (513) 683-1811 FAX (A/C No.): (513) 883-1233 E-MAIL ADDRESS:	
INSURED OHIO FIRE CHIEF'S ASSOCIATION, INC. 450 WEST WILSON BRIDGE ROAD SUITE 150 WORTHINGTON OH 43085		INSURER(S) AFFORDING COVERAGE INSURER A: American Alternative Insurance NAIC # 19720G INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** CL1412200374 **REVISION NUMBER:**


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			VFIS-TR-2065445	7/1/2014	7/1/2015	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 5,000
	<input checked="" type="checkbox"/> Professional Health Care						PERSONAL & ADV INJURY \$ 1,000,000
	<input checked="" type="checkbox"/> Operational Pollution						GENERAL AGGREGATE \$ 3,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER						PRODUCTS - COM/POP AGG \$ 3,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO. JECT <input type="checkbox"/> LOC						\$
A	AUTOMOBILE LIABILITY			VFIS-TR-2065445	7/1/2014	7/1/2015	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident) \$
	<input checked="" type="checkbox"/> HIRED AUTOS	<input checked="" type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB						EACH OCCURRENCE \$
	EXCESS LIAB						AGGREGATE \$
	DED	RETENTION \$					\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						WC STATU- TORY LIMITS
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N					OTH- ER
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
A	Management Liability			VFIS-TR-2065445	7/1/2014	7/1/2015	\$1,000,000/\$3,000,000
A	Portable Equipment			VFIS-TR-2065445	7/1/2014	7/1/2015	\$250 Deductible

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Additional Insured: City of Lakewood 12650 Detroit Ave Lakewood OH 44107	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 



**Bureau of Workers'
Compensation**

30 W. Spring St.
Columbus, OH 43215

Certificate of Premium Payment

This certifies the employer listed below has paid into the Ohio State Insurance Fund as required by law. Therefore, the employer is entitled to the rights and benefits of the fund for the period specified. For more information, call 1-800-OHIOBWC.

This certificate must be conspicuously posted.

Policy No. and Employer

Period Specified Below

716498

01/01/2015 THRU 08/31/2015

OHIO FIRE CHIEFS' ASSN INC
450 W WILSON BRIDGE RD STE 150
WORTHINGTON OH 43085-5211

ohiobwc.com


Administrator/CEO

You can reproduce this certificate as needed.

Ohio Bureau of Workers' Compensation

Required Posting

Effective Oct. 13, 2004, Section 4123.54 of the Ohio Revised Code requires notice of rebuttable presumption. Rebuttable presumption means an employee may dispute or prove untrue the presumption (or belief) that alcohol or a controlled substance not prescribed by the employee's physician is the proximate cause (main reason) of the work-related injury.

The burden of proof is on the employee to prove the presence of alcohol or a controlled substance was not the proximate cause of the work-related injury. An employee who tests positive or refuses to submit to chemical testing may be disqualified for compensation and benefits under the Workers' Compensation Act.



**Bureau of Workers'
Compensation**

You must post this language with the certificate of premium payment.

BIDDER QUALIFICATION STATEMENT

Must be submitted with Proposal.

All questions must be answered and the data given must be clear and comprehensive. If necessary, questions may be answered on separate attached sheets. The Bidder may submit any additional information he desires.

1. Bidder's Name Ohio Fire Chiefs' Association
Name of Company
450 W. Wilson Bridge Rd, #150
Business Address (Permanent Main Office)
Worthington OH 43085
City, State, Zip Code
2. Contact Name (printed): Erica Zimmerman
3. Contact Name Phone No: 614.410.6322
4. Contact Name Email Address: ezimmerman@ohiofirechiefs.org
5. Date Business was organized: / / 1910
6. If bidder is a corporation, indicate where business is incorporated:
Ohio
7. Indicate years engaged in contracting business: 11 years
8. General character of work performed by your company:
Promotional Testing and Assessment Center Test
9. Have you ever failed to complete any work awarded to you?
 Yes X No If yes, indicate where and why:
10. Have you ever defaulted on a contract? Yes X No

REFERENCES

GENERAL REFERENCES:

\$ 4,900
Project Cost
Captain Assessment Center
Project Name or Description of Project
City of West Carrollton
Project Owner
300 E. Central Ave
Address
West Carrollton OH 45449
City State Zip
Teresa Brooks (937) 847.4633
Contact Name Phone Number

\$ 5,700
Project Cost
Fire Chief Assessment Center
Project Name or Description of Project
City of Rocky River
Project Owner
21012 Williard Blvd
Address
Rocky River OH 44116
City State Zip
Sue Whitman (440) 331.0600
Contact Name Phone Number

\$ 9,600
Project Cost
Captain and Lieutenant Assessment Centers
Project Name or Description of Project
City of Wickliffe
Project Owner
28730 Ridge Road
Address
Wickliffe OH 44092
City State Zip
James Cain (216) 926.3118
Contact Name Phone Number

GOVERNMENT AGENCY REFERENCES:
(State, City, Public Schools, Park Systems)

\$ 5,700
Project Cost
Assistant Chief Assessment Center
Project Name or Description of Project
City of Newark
Project Owner
40 W. Main Street.
Address
Newark OH 43055
City State Zip
Mike Buskirk (740) 670.7540
Contact Name Phone Number

\$ 4,900
Project Cost
Lieutenant Assessment Center
Project Name or Description of Project
City of Norwalk
Project Owner
PO Box 30
Address
Norwalk OH 44857
City State Zip
Lisa Alivnor (419) 663.6760
Contact Name Phone Number

\$ 4,900
Project Cost
Fire Chief Assessment Center
Project Name or Description of Project
City of Middleton
Project Owner
1 City Centre Blvd
Address
Middletown OH 45042
City State Zip
Kay Saver (513) 425.7934
Contact Name Phone Number



Assessment Center Testing Reference List

2013-2014

Mayfield Village

Ms. Mary Beth Betsa

Phone: 440.461.2210

City of West Carrollton

Ms. Teresa Brooks

Phone: 937.847.4633

City of Zanesville

Ms. Virginia Hanifan

Phone: 740.455.0601 ext 148

City of Norwalk

Ms. Lisa Hivnor

Phone: 419.663.6760

City of Bay Village

Ms. Joan Kemper

Phone: 440.899.3406

City of Rocky River

Ms. Sue Whitman

Phone: 440.331.0600 ext 3371

City of Montgomery

Ms. Julia Prickett

Phone: 513.891.2424

City of Wickliffe

Mr. Jim Cain

Phone: 216.926.3118

City of Fairview Park

Mr. Matthew Hrubey

Phone: 440.356.4499

City of Middletown

Ms. Kay Sauer

Phone: 513.425.7934

March 3, 2015

City of Lakewood
Division of Purchasing
12650 Detroit Avenue
Lakewood, OH 44107

RFP No. '15-002 – Promotional Exams

Dear Ms. Smith:

Accompanying this document is the proposal for providing a written examination instrument for the City of Lakewood's Fire Captain and Fire Marshal Promotional Processes. This is a companion document to the proposal submitted by the Ohio Fire Chiefs' Association for the Assessment Center component, which was submitted under separate cover. Please consider/review this proposal with the supporting information contained in that submission. Also note that this proposal shall remain valid for 120 days from March 6, 2015.

Talcott Consulting Services, Inc., provides the written testing materials for the Ohio Fire Chiefs' Association; this arrangement has been in place since July, 2006. During that time, we have provided 592 examinations, covering all ranks, to approximately 5,214 candidates.

I will be happy to answer any questions you may have regarding this proposal; my contact information is as follows:

Thomas Talcott
Vice, President
Talcott Consulting Services, Inc.
2564 Hanna Road
Willoughby Hills, OH 44094

Phone: 440.487.1901
Email: ttalcott@earthlink.net

Thank you for the opportunity to submit this proposal. I look forward to working with the City of Lakewood to provide a quality written examination for your Fire Captain and Fire Marshal processes.

Yours in Safety,

Thomas C. Talcott

Technical Proposal:

Written examinations are developed based on:

1. Text books. Industry-specific texts and leadership / motivational books.
2. Codes and Standards; NFPA, Ohio Fire Code, local codes / ordinances.
3. Department specific documents - SOP/SOGs, Contracts, Employee Handbooks.

Questions are presented in several formats;

- * Multiple Choice
- * True - False
- * Modified True - False; "Is - Is Not" or "Are - Are Not"
- * Matching
- * Fill in the blank or complete the sentence

The test will be developed using materials selected by the testing agency that target the specific roles and responsibilities of the position being tested. We will, of course, assist in the selection process if the testing agency desires our input. Questions will be supported in the text and will require the candidate to demonstrate that they can apply, or use, the information that they have studied.

The test will be conducted at the time and location specified by the City of Lakewood. All required material for the test is supplied, Lakewood is responsible only to provide a suitable test location.

Testing Procedure:

Each candidate receives a test booklet, answer sheet, and two 3" x 5" cards. All four items bear the same serial number. The candidate will print their name on one card, and sign it. The signed cards will be collected and turned over to the Civil Service Committee representative at the test site; it is the only link between the candidate's name and their test serial number.

The candidate retains the other card, so that they do not forget their test number. They may also use that card to write down the number of any questions that they wish to look at during the review period. This expedites the review process.

Tests are arranged by reference, and the page number in the reference on which the question is based appears in the right hand column of the page. Again, this expedites the review process and assists the candidate in learning during the review.

Scoring is presented in two ways. First, a simple report showing the number missed and the percent correct, is provided. A breakdown that shows how each candidate performed on each individual reference, is also provided.

Consultant Capability:

I have provided written testing materials to the Ohio Fire Service since 2002. The cooperation with the Ohio Fire Chief's, as noted earlier, dates to 2006.

My professional background includes:

B.A. Psychology, Cleveland State University
Executive Fire Officer, National Fire Academy

Mentor Fire Department, Retired (33 years, 11 months).

* Deputy Chief, Operations, January 1993 to May 2011.

See attached report for recent services.

REFERENCES

GENERAL REFERENCES:

\$ 1,600
Project Cost
Project Name or Description of Project Fire Investigator Examination
City of Hamilton
Project Owner
345 High Street, 1st Floor
Address
Hamilton OH 45011
City State Zip
Nadine Hill (513) 785-7000
Contact Name Phone Number

\$ 3,200
Project Cost
Project Name or Description of Project Captain and Lieutenant Examination
City of Defiance
Project Owner
631 Perry Street
Address
Defiance OH 43512
City State Zip
Ann Scribner (419) 784-2101
Contact Name Phone Number

\$ 1,510
Project Cost
Project Name or Description of Project Part-time Firefighter Entrance Examination
City of Willowick
Project Owner
30435 Lakeshore Blvd
Address
Willowick OH 44095
City State Zip
Sue Wavrosh (440) 516-3011
Contact Name Phone Number

GOVERNMENT AGENCY REFERENCES:
(State, City, Public Schools, Park Systems)

\$ 1,580
Project Cost
Project Name or Description of Project Captain Written Examination
City of Bowling Green
Project Owner 304 N. Church Street
Address Bowling Green OH 43402
City State Zip
Barbara Ford (419) 354.6200
Contact Name Phone Number

\$ 1,580
Project Cost
Project Name or Description of Project Battalion Chief Examination
City of Cleveland Heights
Project Owner 40 Severance Circle
Address Cleveland Heights OH 44118
City State Zip
Chief Dave Freeman (216) 291.2672
Contact Name Phone Number

\$ 3,320
Project Cost
Project Name or Description of Project Battalion Chief and Lieutenant Examination
Madison Twp. Fire Dept
Project Owner 4567 Firehouse Lane
Address Groveport OH 43125
City State Zip
Chief Robert Bates (614) 837.1883
Contact Name Phone Number



Written Examination Promotional Testing Reference List
2013- 2014

Madison Township Fire Department

Chief Robert Bates

Phone: 614.837.7883

City of Newark Civil Service Commission

Mr. Mike Buskirk

Phone: 740.670.7540

City of Bowling Green

Ms. Barbara Ford

Phone: 419.354.6200

City of Hamilton Civil Service Commission

Ms. Nadine Hill

Phone: 513.785.7000

Norwood Civil Service Commission

Mr. Bernie Naegele

Phone: 513.458.4594

City of Defiance

Ms. Ann Scribner

Phone: 419.784.2101

City of Willowick

Ms. Sue Wovrosh

Phone: 440.516.3011



PROPOSAL
City of Lakewood, Ohio
Division of Fire
March 3, 2015

Traditional Assessment Center for Chief:

A custom-designed Promotional Test for Candidates that includes scores, score percentage, individual profile, and pre-test training for the tested position.

For up to 6 Candidates (1 day of testing) \$6,400.00*

*Additional Candidates will require a second day of testing.

Renewal Period 1 \$6,400.00

Renewal Period 2 \$6,500.00



PROPOSAL
City of Lakewood, Ohio
Division of Fire
March 3, 2015

Traditional Assessment Center for Assistant Chief:

A custom-designed Promotional Test for Candidates that includes scores, score percentage, individual profile, and pre-test training for the tested position.

For up to 6 Candidates (1 day of testing) \$6,400.00*

*Additional Candidates will require a second day of testing.

Renewal Period 1 \$6,400.00

Renewal Period 2 \$6,500.00



PROPOSAL
City of Lakewood, Ohio
Division of Fire
March 3, 2015

Traditional Assessment Center for Fire Marshal:

A custom-designed Promotional Test for Candidates that includes scores, score percentage, individual profile, and pre-test training for the tested position.

For up to 6 Candidates	(1 day of testing)	\$6,400.00*
*Each Additional Candidate (Maximum of 2)		\$1,000.00 / each

Renewal Period 1 \$6,400.00

Renewal Period 2 \$6,500.00



PROPOSAL
City of Lakewood, Ohio
Division of Fire
March 3, 2015

Traditional Assessment Center for Captain:

A custom-designed Promotional Test for Candidates that includes scores, score percentage, individual profile, and pre-test training for the tested position.

For up to 6 Candidates	(1 day of testing)	\$6,400.00*
*Each Additional Candidate (Maximum of 2)		\$1,000.00 / each

Renewal Period 1 \$6,400.00

Renewal Period 2 \$6,500.00

Petrus, Jeannine

From: wooter@columbus.rr.com
Sent: Monday, April 30, 2018 12:06 AM
To: talcott54@gmail.com; Petrus, Jeannine
Cc: Smith, Kim
Subject: Re: Contract pricing

Looks good.

AW

---- "Petrus wrote:

- > Because I want to include Finance in on the pricing confirmation.
- >
- > Written exam \$1500.00 + \$20.00 per candidate and \$5.00 per question for department specific material.
- >
- > Assessment \$6500.00 per day for up to 6 candidates and \$1000.00 per additional candidate (max of 2 additional candidates per day).
- >
- > Please just send a quick confirmation and reply to all.
- >
- > Thanks and have a great weekend!
- >
- > Jeannine Petrus
- > Secretary to the Civil Service Commission Secretary to the City Record
- > Commission Parking Appeals Administrative Clerk Mediation Program
- > Administrator
- > 12650 Detroit Ave
- > Lakewood, OH 44107
- > Ph: 216-529-6040
- > Fax: 216-228-2514
- > Jeannine.petrus@lakewoodoh.net
- >
- >
- > Lakewood's mission in the application of Lean Six Sigma principles is to provide exceptional customer service that meets or exceeds our citizens' expectations and maintains a vibrant, competitive community.